



FAIRFAX COUNTY

DEPARTMENT OF PURCHASING & SUPPLY MANAGEMENT
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JAN 03 2003

AMENDMENT NO. 2

SUBJECT: Consultant Services for the Northern Virginia Workforce Investment Board

CONTRACTOR

VENDOR CODE

CONTRACT NO.

Strumpf Associates
1050 17th Street, N.W.
Washington, D.C. 20036


B52-1668661-01

RQ02-533983-21A

By mutual agreement, Contract RQ 02-533983-21A is amended to include Strategic Planning and Consulting Services for the Fairfax County Department of Family Services in accordance with the Contractor's attached proposal dated December 19, 2002.

The increase in the contract amount shall not exceed \$32,637.00.

All other prices, discounts, terms and conditions shall remain the same.



Cathy A. Muse, CPPO KCS
Director/County Purchasing Agent

Attachment: A/S

DISTRIBUTION:

Contract Administrator:

Contractor:

DAHS/Contracts:

Dept. of Finance:

L. P. McKenney

Strumpf Associates

Stephanie Clements

Accounts Payable

**SCOPE OF WORK
STRATEGIC PLANNING
DEPARTMENT OF FAMILY SERVICES**

INTRODUCTION

The Department of Family Services (DFS) is undertaking a yearlong strategic planning process. Economic conditions in the labor market as well as a statewide budget shortfall present an opportunity and a set of challenges for an effective strategic planning process. The opportunity is to position the organization to be proactive, as more people may need services while budgets are cut. The challenge is to use the opportunities presented to catalyze change within the organization and the community and to ensure the organization does not become fragmented or crushed under the weight of increased demand. The time is now to think systemically about how to become more integrated within the current organization both structurally and programmatically.

Part of the challenge for the organization is to think through its core business – answering the question of what business the organization is in, figuring out the market challenges of the future, and identifying how it provides value added services to the community, to customers, and to partners.

PURPOSE

To assist the Department of Family Services develop a comprehensive strategic plan that will help provide direction to the agency over the next three years.

TIMELINE

Beginning in December 2002 with the plan completed by the end of June 2003.

OUTCOME

A strategic action plan that sets the platform for the development of specific program development and action plans. The strategic plan will establish a vision and agenda for DFS as a whole and its Divisions, a program mix consistent with the desires, needs and expectations of key stakeholders, and specific goals and objectives for fiscal years 2004-2006.

PROCESS

The process outlined below is designed to answer several key strategic planning questions, including:

- ✓ What impact do we want to have on the lives of the people we serve?
- ✓ What impact do we want to have in the community?

- ✓ What business is the organization in?
- ✓ Who is our primary customer(s)?
- ✓ What are the future market opportunities?
- ✓ What strategic alliances need to be built?
- ✓ What do our stakeholders expect?
- ✓ What do our customers expect?
- ✓ What do we do well that we need to continue to do?
- ✓ What do we need to do differently?
- ✓ How do we leverage our new opportunities?
- ✓ What core competencies and knowledge does the organization need to survive and thrive into the future?

Strumpf Associates proposes an inclusive process that results in a strategic plan that staff and the community can connect with and support. To accomplish this, Strumpf Associates will work with two teams from the organization; a Departmental Strategic Planning Team and a 2-Division Strategic Planning team (Self-Sufficiency and Children Youth and Families).

Core activities to accomplish this process are:

- ✓ Facilitate an initial strategic planning retreat to kick off the process with the leadership team
- ✓ Facilitate a strategic planning team and a divisional strategic planning team once a month for up to six meetings
- ✓ Conduct up to four customer and stakeholder focus groups
- ✓ Meet with the leadership team at least twice.

Strategic Planning Team and Division Strategic Planning Team The process of strategic planning will occur with a core team put together by the agency and facilitated by Lori Strumpf, President of Strumpf Associates. The team of approximately 15 members will include DFS's top leadership (Director, Division Directors), and staff.

Ms. Strumpf will also facilitate Division Strategic Planning Team monthly meetings. This team will be comprised of the Division Directors from the Self-Sufficiency and Children, Youth and Family divisions and four to five staff members from each division including program managers, supervisors and front line staff. Six members from the Division Strategic Planning will also be members of the Department-wide strategic planning team to ensure connectivity between the two teams.

To the degree possible, individuals on both teams will be selected to meet the following criteria:

- knowledge of the organization and community issues,
- ability to think broadly, systemically, and organizationally, and
- ability to communicate with colleagues.

Individuals will be invited to serve on a planning team with the choice of serving being left up to them. DFS will create the opportunity to be involved by helping staff, particularly line staff, find ways to cover their daily work.

Focus Groups. Strumpf Associates will conduct a specified number of focus groups to be negotiated. Focus groups will be conducted to obtain community input into the strategic planning process to ascertain:

- What the organization does currently that it needs to keep doing?
- What needs to be improved?
- What gaps are there in services?
- Satisfaction with services provided by the Department?

In conducting these core activities, Strumpf Associates role will be to:

- facilitate the process of the meetings by insuring clarity of purpose and direction
- provide technical expertise by asking questions that move the agenda forward
- provide advice on lessons learned in similar work elsewhere
- provide coaching to the staff
- help in the development of various products
- draft a strategic planning report for the DFS with action plans specific to each participating division for final approval by the DFS Director and Management Team

The Agency role will be to:

- provide logistical support i.e., setting up the meetings, getting out notices, etc.
- identify a contact person for Strumpf Associates
- focus groups, i.e. identify and invite participants and find space, based on Strumpf Associates specifications
- assist in the development of various products, including notes from the various meetings.

POTENTIAL SCHEDULE

All dates are negotiable based on the needs and schedule of the agency.

Leadership Retreat - Full day Jan 2, 2003 and half day on Jan 3, 2003.

Departmental Strategic Planning Team

Feb 12 – Initial Team meeting (9 to 4:30)
Feb 27 – Team Meeting (9 to noon)
March 25 – Team Meeting (9 to noon)
April 18 – Team Meeting (9 to noon)
May 2 – Team Meeting (9 to noon)

May 27 - Team Meeting (9 to noon)
 June 30 - Final Team Meeting (9 to noon)

Self-Sufficiency and Children, Youth and Family Division (Juani/Kathy) Team

Dec 2 - initial meeting of the team (8 to 9:30 a.m.)
 Jan 3 - Team Meeting (1:00- 4:00)
 Jan 21 - Team Meeting (4:30 to 6:30 pm?)
 Feb 11 - Team Meeting (9 to noon)
 March 11 - Team Meeting (9 to noon)
 April 15 - Team Meeting (9 to noon)
 May 12 - Team Meeting (9 to noon)
 June 11 - Team Meeting (9 to noon)

Additional Dates that will be used between Department-wide activities and Division activities. Activities and meetings will get scheduled as we go.

Feb 24
 March 28
 April 28 - 29
 May 5 and 6
 June 3 and 16

Revised BUDGET

Staff Time

On site days - 24 days @\$800 per day \$19,200.00

8 planning and writing days
 (produce focus group reports, produce final plan) \$6,400.00

4 days of support staff @\$500 per day \$2,000.00

Travel

24 trips at approximately per trip \$20 per trip \$480.00

Miscellaneous

Phone/Fax \$100.00
 Federal Express \$100.00
 Production \$100.00

TOTAL \$28,380.00

15% Indirect Cost** \$ 4,257.00

GRAND TOTAL \$32,637.00

**Indirect costs include rent, telephone lines and online services, postage, accounting services, insurance and licensing fees, equipment and maintenance, and office supplies.

Proposed:


Strumpf Associates

12/19/02
DATE